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DEVELOPMENT

PROGRAMME

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
CHINA
IPF:(1987-91) $189 499 000

(CPR/91/512) - Administrative Structural Reform at Central and Local Government Levels

Date of approval by the AC:[1/]	26 June 1991
Expected duration:	Three years
Proposed executing agency:	Government
Government implementing agency:	The State Organization and Establishment Committee - General Office (SOEC-GO) (Ministry of Personnel)
Proposed UNDP contribution:	$2 136 700 Source of funds: IPF
Total UNDP budget:	$2 136 700

Project background

From 1987, the Government of China recognized that systematic and consistent implementation of the administrative structural reform was necessary to tailor government functions to the needs of China's more market-oriented economy. Flowing from the policy of opening to the outside world has been such economic reforms as de-collectivized agriculture, and increasingly, investment and distribution decisions guided by market forces. The Government now recognizes that systematic and consistent implementation of administrative reform is required, in part to tailor government administration to the needs of a more market-oriented economy.

A number of problems have been identified which the reforms will address: namely, (1) redundant institutions and overlapping functions; (2) too many departments involved in micro-economic management; (3) weak co-ordination among departments; (4) overstaffing; (5) an incomplete legal system; (6) the absence of an adequate system of administrative law to provide a framework of administration; (7) the absence of legislation in important areas of policy and for important institutions; (8) unclear lines of authority among departments; (9) over-concentration of power at the center; and (10) relatively week capacity to use macro-economic management levers. These problems characterize both central and local governments.

The Government's proposals for reform involve strengthening macro-economy management agencies of government to supervise the more market-oriented economy while transferring micro-economic management functions out of government to service units and economic enterprises. To considerably increase professional, managerial, and technical skills necessary for administrative reorganization activities, and establish an adequate system of administrative law, it has requested UNDP assistance under the present approval.

Description of project

The immediate objectives of the project are to: (a) improve the capacity of the SOEC/GO and the local OEC network for conducting structural reform at central, provincial, and local levels; (b) formulate improved policies and programmes for administrative reform, manage and monitor the implementation of these policies and programmes in pilot projects;

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and (c) further develop a comprehensive system of administrative law in China.

Inputs

UNDP will provide 53 work-months of international consultancy for a non-resident CTA in public administration and management, 54.5 work-months of international consultants plus 28 work-months of subcontract for national experts in diagnosis/strategic planning, data management/computerization, redeployment, government and enterprises, environment policy, agriculture, urban policy, law/diagnosis, legal drafting and administrative law; 13 training courses for 500 staff and 190 lawyers; 14 three-week study programmes for 84 staff/lawyers; five ten-days orientation study tours for 30 officials; four seminar/workshops for 75 participants; post-graduate training courses for two staff/lawyers; and three-month internships abroad for two staff; evaluation mission; computer equipment; and miscellaneous costs.

Financial data

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Personnel	965 700
Subcontract	28 000
Training	768 000
Equipment	360 000
Miscellaneous	15 000
Total	2 136 700

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APPROVAL OF UNDP ASSISTANCE TO AN INTERREGIONAL PROJECT
(INT/90/516) - Management Survey Missions - Africa
(Supplementary Assistance)

Date of approval by the AC: 1/	26 June 1991
Expected duration:	One year
Proposed executing agency:	UNDP/OPS
Proposed UNDP contribution:	$700 000 Source of funds: SPR/MDP
Previous UNDP contribution:	$1 210 000
Total UNDP budget:	$1 910 000

Project background

In 1988 the Governing Council of UNDP established the Management Development Programme (MDP), allocating (US) $60 million for it during the Fourth Programming Cycle. The overall objective of the programme is to assist developing countries to achieve sustainable improvements in the public sector through the enhancement of their management capacities and capabilities.

With resources from the SPR allocation for MDP, this project was set for financing of missions undertaking management surveys and other preparatory steps needed to implement MDP. $1,210,000 was previously approved for the costs of missions set up by the Regional Bureau for Africa for 1990 and 1991.

Experience has shown that this amount will not be sufficient mainly for two reasons: the number of countries involved is greater than foreseen; and the cost for programme development has in many cases proved to be higher than expected. The total requirement for programme preparation is $1,910,000. To undertake management survey missions in Africa, UNDP assistance was requested under the present approval.

Description of project

UNDP will finance the preparations necessary for the development of management programmes in individual countries, including desk-studies on the management situation in the public sector. During reconnaissance missions, surveys will be made which will assist governments with overall assessments of their requirements for improved management in the public sector. Advice will also be given on the development of strategies for management improvement and on

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the future programming of UNDP-support. The reconnaissance missions will normally be followed by programming missions with responsibility for working out together with the Governments' long-term programmes for management development.

At times there will be need for an extended dialogue and additional programming activities which require more visits than only one reconnaissance and one programming mission. On other occasions, the development of programmes will require consultant assignments of some length in the country. The cost for limited programme activities required to prepare for long-term management programmes will also be covered by the project. In order to save time and for other reasons of expediency, the project will be used further to finance high-level short-term consultants in management fields requested by governments.

Reconnaissance missions will normally consist of one or two international consultants and a similar number of local consultants. Programming missions will, in most cases, be somewhat larger and primarily have a facilitating role in its co-operation with government bodies which play the major role in the programming exercise. Headquarters staff will participate to the extent possible in the work of the missions. The composition of all missions will be determined case by case.

Inputs

UNDP will provide funds to finance desk studies and costs in connection with missions, local consultants; extended programming assignments by consultants; seminars, workshops and similar planning exercises and follow-up activities; and visits to donor countries.

Financial data

	$
Mission costs, seminars, workshops and study tours	700 000
Total	700 000

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO AN INTERREGIONAL PROJECT
(INT/90/526) - Management Survey Missions - Asia & Pacific
(Supplementary Assistance)

Date of approval by the AC: 1/	26 June 1991
Expected duration:	One year
Proposed executing agency:	UNDP/OPS
Proposed UNDP contribution:	$300 000 Source of funds: SPR/MDP
Previous UNDP contribution:	$800 000
Total UNDP budget:	$1 100 000

Project background

In 1988 the Governing Council of UNDP established the Management Development Programme (MDP), allocating (US) $60 million for it during the Fourth Programming Cycle. The overall objective of the programme is to assist developing countries to achieve sustainable improvements in the public sector through the enhancement of their management capacities and capabilities.

With resources from the SPR allocation for MDP, this project was set up for financing of missions undertaking management surveys and other preparatory steps needed to implement MDP. $800,000 was previously approved for the costs of missions set up by the Regional Bureau for Asia and the Pacific for 1990 and 1991.

Experience has shown that this amount will not be sufficient mainly for two reasons: The number of countries involved is greater than foreseen; and the cost for programme development has in many cases proved to be higher than expected. The total requirement for programme preparation is $1,100,000. To undertake management survey missions in Asia and the Pacific UNDP assistance was requested under the present approval.

Description of project

UNDP will finance the preparations necessary for the development of management programmes in individual countries, including desk-studies on the management situation in the public sector. During reconnaissance missions, surveys will be made which will assist governments with overall assessments of their requirements for improved management in the public sector. Advice will

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also be given on the development of strategies for management improvement and on the future programming of UNDP-support. The reconnaissance missions will normally be followed by programming missions with responsibility for working out together with the Governments' long-term programmes for management development.

At times there will be need for an extended dialogue and additional programming activities which require more visits than only one reconnaissance and one programming mission. On other occasions, the development of programmes will require consultant assignments of some length in the country. The cost for limited programme activities required to prepare for long-term management programmes may also be covered by the project. In order to save time and for other reasons of expediency, the project will be used further to finance high-level short-term consultants in management fields requested by governments.

Reconnaissance missions will normally consist of one or two international consultants and a similar number of local consultants. Programming missions will, in most cases, be somewhat larger and primarily have a facilitating role in its co-operation with government bodies which play the major role in the programming exercise. Headquarters staff will participate to the extent possible in the work of the missions. The composition of all missions will be determined case by case.

Inputs

UNDP will provide funds to finance desk studies and costs in connection with missions, local consultants; extended programming assignments by consultants; seminars, workshops and similar planning exercises and follow-up activities; and visits to donor countries.

Financial data

	$
Mission costs, seminars, workshops and study tours	300 000
Total	300 000

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO AN INTERREGIONAL PROJECT
(INT/90/536) - Management Survey Missions - Latin America and the Caribbean
(Supplementary Assistance)

Date of approval by the AC: 1/	26 June 1991
Expected duration:	One year
Proposed executing agency:	UNDP/OPS
Proposed UNDP contribution:	$300 000 Source of funds: SPR/MDP
Previous UNDP contribution:	$776 80
Total UNDP budget:	$1 076 80

Project background

In 1988 the Governing Council of UNDP established the Management Development Programme (MDP), allocating (US) $60 million for it during the Fourth Programming Cycle. The overall objective of the programme is to assist developing countries to achieve sustainable improvements in the public sector through the enhancement of their management capacities and capabilities.

With resources from the SPR allocation for MDP, this project was set up for financing of missions undertaking management surveys and other preparatory steps needed to implement MDP. $776,800 was approved for the costs of missions set up by the Regional Bureau for Latin America and the Caribbean for 1990 and 1991.

Experience has shown that this amount will not be sufficient mainly for two reasons: the number of countries involved is greater than foreseen; and the cost for programme development has in many cases proved to be higher than expected. The total requirement for programme preparation is $1,076,800. To undertake management survey missions in Latin America and the Caribbean UNDP assistance was requested under the present approval.

Description of project

UNDP will finance the preparations necessary for the development of management programmes in individual countries, including desk-studies on the management situation in the public sector. During reconnaissance missions, surveys will be made which will assist governments with overall assessments of their requirements for improved management in the public sector. Advice will also be given on the development of strategies for management improvement and on the future programming of UNDP-support. The reconnaissance missions will normally be followed by programming missions with responsibility for working out together with the governments, long-term programmes for management development.

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UNITED NATIONS DEVELOPMENT PROGRAMME

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ENGLISH

APPROVAL OF UNCDF ASSISTANCE TO A PROJECT OF
MALI

IPF: (1992-1996) $57 634 000
(MLI/86/C03) - Hydro-agricultural Infrastructure
in the Bourem-Foghas Plain

Date of approval by the AC: 1/	3 July 1991
Expected duration:	Five years
Proposed executing agency:	Government
Government implementing agency:	Ministry of Rural Development
Proposed UNCDF budget:	$3 215 300
Source of funds:	General resources

Project background

The UNCDF intervention in the north of Mali, originated in 1983 during a period of serious drought and threat of famine, and evolved into a strategy to secure the sedentary populations by providing a technology which would compensate for the vagaries of weather that threatened (and continues to threaten) traditional agriculture along the Niger River. Traditional agriculture in the region has been based, for the most part, on the growing of "floating rice", a rice grown using land-extensive techniques and no inputs (fertilizers, credit etc.). Lack of rain has impeded the growing of this crop which requires humid soil to germinate prior to the flood season.

The present project, identified in 1986 by UNCDF PPIM mission, is part of the overall UNCDF programme in Northern Mali. It aims to prepare and equip the Bourem-Foghas plain for controlled flooding and mechanized irrigation. A socio-economic survey and prefeasibility study have been carried out with UNCDF financing. The Bourem-Foghas project whose objective is to give villagers a means to secure agricultural production by increased control on water management, will expand on the successful experience in the Gao and Tombouctou regions. It will also introduce important new components such as agriculture diversification within the PIV's (sorghum, wheat, vegetables, and aboriculture) and traditional floating rice.

Description of project

The long-term objective of the project is to guarantee traditional floating rice production. The immediate objectives of the project are to: (a) dig out the Goucha and the canals feeding into the plains to be flooded (466 hectares); (b) build a protective dike around the plain; (c) construct upstream and downstream water control works and

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gates that will result in a yearly production of 300 tons of floating rice as compared to the current production of 40 tons; (d) establish those irrigated perimeters (65 hectares): two for intensive double cropping rice production, one for fruits and vegetables resulting in a yearly production of 290 tons of irrigated rice, 105 tons of irrigated sorghum, 30 tons of cassava, 2 tons of niebe, 40 tons of vegetables and cereals; (e) protect the plain against wind and sand by wind-break plantation (5000 lm) and plantation of nine hectares of forest; (f) plant four hectares of palm trees with a yearly production of 60 tons of dates; (g) plant "bourgou", a forage crop (290 tons), to control erosion along the banks of the Goucha; (h) introduce eight pairs of draught animals for cultivation and improved techniques of animal feed production; (i) prepare of 1000 hectares of low lands for traditional floating; rice production to produce over 600 tons of traditional rice per year; (j) process paddy into rice; (k) provide revolving funds for agricultural inputs and a line of credit for the purchase of equipment such as small motorpumps, tools, etc.; and (l) establish functional literacy programme to strengthen peasant associations and provide training of their management committees to ensure proper fund administration and well construction and community infrastructures to improve socio-economic conditions of the villagers.

Inputs

UNCDF will finance the additional socio-economic and topographic studies to be carried out as well as the supervision of works. It will also bear the cost of land preparation (digging out of the Goucha, construction of the dike, watercontrol works and gates), and provide equipment (motorpumps) for the irrigated perimeters. UNCDF also will subcontract specialized organization (NGO) to implement the introduction of ox- drought cultivation, functional literacy programme, training and windbreak plantation components. It will also provide credit and revolving funds for the purchase of agricultural inputs and small processing equipment.

The Government will finance the national personnel (200 man-months) and the project office facilities in Bourem (US $77,000).

UNDP will finance the additional cost of two UNV's administrative support, and the cost of the technical assistance team operating under the ongoing UNDP/OPS project MLI/88/009: "Rice production in GAO and Tombouctou" (US $517,000).

WFP will provide food for work (US $50,000) to the villagers for windbreak installation and land preparation (digging of tertiary canals, land levelling etc.).

Financial data

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Consultancies (formulation, evaluation, supervision)	159 800
Subcontracts	105 200
Non-expendable equipment	147 400
Expendable equipment	10 000
Civil works	1 767 000
Transportation equipment	173 400
Revolving funds/credit	169 700
Contingencies and cost escalation	540 900
Agency overhead and programme support	141 900
Total	3 215 300

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO AN INTERREGIONAL PROJECT
(INT/90/546) - Management Survey Missions - Arab & Europe
(Supplementary Assistance)

Date of approval by the AC: 1/	26 June 1991
Expected duration:	One year
Proposed executing agency:	UNDP/OPS
Proposed UNDP contribution:	$400 000 Source of funds: SPR/MDP
Previous UNDP contribution:	$810 000
Total UNDP budget:	$1 210 000

Project background

In 1988 the Governing Council of UNDP established the Management Development Programme (MDP), allocating (US) $60 million for it during the Fourth Programming Cycle. The overall objective of the programme is to assist developing countries to achieve sustainable improvements in the public sector through the enhancement of their management capacities and capabilities.

With resources from the SPR allocation for MDP, this project was set up for financing of missions undertaking management surveys and other preparatory steps needed to implement MDP. $810,000 was approved for the costs of missions set up by the Regional Bureau for Arab States and Europe for 1990 and 1991.

Experience has shown that this amount will not be sufficient mainly for two reasons: the number of countries involved is greater than foreseen; and the cost for programme development has in many cases proved to be higher than expected. The total requirement for programme preparation is $1,210,000. To undertake management survey missions in Arab States and Europe UNDP assistance was requested under the present approval.

Description of project

UNDP will finance the preparations necessary for the development of management programmes in individual countries, including desk-studies on the management situation in the public sector. During reconnaissance missions, surveys will be made which will assist governments with overall assessments of their requirements for improved management in the public sector. Advice will also be given on the development of strategies for management improvement and on the future programming of UNDP support.

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The reconnaissance missions will normally be followed by programming missions with responsibility for working out together with the governments' long-term programmes for management development.

At times there will be need for an extended dialogue and additional programming activities which require more visits than only one reconnaissance and one programming mission. On other occasions, the development of programmes will require consultant assignments of some length in the country. The cost for limited programme activities required to prepare for long-term management programmes may also be covered by the project. In order to save time and for other reason of expediency, the project will be used further to finance high-level short-term consultants in management fields requested by governments.

Reconnaissance missions will normally consist of one or two international consultants and a similar number of local consultants. Programming missions will in most cases be somewhat larger and primarily have a facilitating role in its co-operation with government bodies which play the major role in the programming exercise. Headquarters staff will participate to the extent possible in the work of the missions. The composition of all missions will be determined case by case.

Inputs

UNDP will provide funds to finance desk studies and costs in connection with missions, local consultants; extended programming assignments by consultants; seminars, workshops and similar planning exercises and follow-up activities; and visits to donor countries.

Financial data

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Mission costs, seminars, workshops and study tours	400 000
total	400 000

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